2004 –2005

Saskatchewan
Provincial Budget

Performance Plan

Minister's Message

I am pleased to introduce the Department of Corrections and Public Safety Performance Plan for 2004-05 and beyond. This plan is a changing document that reflects the ongoing contact we have with stakeholders, staff, clients and others in meeting public expectations and our mandate to promote safe communities.

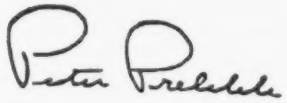
I am committed to completing the key actions identified in our performance plan and reporting on the Department's progress to the people of Saskatchewan, in July 2005.

Since its creation on April 1, 2002 the Department has focused on accountability, publishing our first performance plan within a few months. We have introduced and continue to refine performance measures to help gauge our success and implemented a department-wide management reporting system in support of this commitment to public accountability. The Department will continue to develop linkages between adult and youth services, common approaches and the organizational elements needed to successfully bring diverse programs and resources together to meet our mandate.

The notable success of the Regina Auto Theft Strategy will continue to serve as a model for innovative programs through targeted approaches to crime reduction in Saskatchewan. Our experience with implementation of the *Youth Criminal Justice Act* this past year, together with current research, evaluations and more effective case management will continue to guide and inform our delivery of programs and services to both adult offenders and youth in conflict with the law. Our corrections approach balances necessary supervision and controls with effective interventions that help reintegrate people safely back into the community.

The expansion of Sask911 emergency call-taking services to the entire province will be completed this year. The Department will build on its leadership role in provincial emergency management and security co-ordination.

We will continue to build and operate an open and responsive organization that is dedicated to keeping Saskatchewan people and communities safe.



Peter Prebble
Minister of Corrections and Public Safety

Who We Are

The Department of Corrections and Public Safety is a large department, employing about 1,600 staff throughout the Province, serving thousands of clients annually through a wide array of programs and services.

Our mandate is to promote safe communities by delivering effective programs for individuals in conflict with the law, through emergency planning and communication, through monitoring of building standards, the delivery of fire prevention and disaster assistance programs and through licensing and inspection services.

The Department's activities may be summarized into four main areas that are focused on achieving our vision of "working together for safe Saskatchewan communities". A brief description of each of these areas is outlined below.

ADULT CORRECTIONS DIVISION

Adult Corrections delivers a wide range of programs providing for varying levels of offender care, control and supervision. These programs are delivered through two operational systems: the Community Operations Branch and the Institutional Operations Branch. Corrections programs are administered by six regional offices of Community Corrections, four major correctional centres, and seven reduced-custody facilities (Battleford and Buffalo Narrows Community Correctional Centres, Besnard Lake Camp and Saskatoon Urban Camp, and, community training residences in Regina, Saskatoon and Prince Albert). In addition, the Department contracts with the Elizabeth Fry Society (Saskatoon women's community training residence) and the Prince Albert Grand Council (Healing Lodge) for reduced-custody services. Northern services, both community and institutional, are administered through the North West Community Operations office in North Battleford and sub-offices in Meadow Lake, Buffalo Narrows and La Loche, and the North East Community Operations office located in Prince Albert and a sub-office in Melfort.

In 2003-04 to date, the Department has supervised 1,170 offenders in custody programs and 6,041 offenders in community correctional programs on an average daily basis.

YOUNG OFFENDER PROGRAMS

Community youth programs and services are administered and delivered through three regional offices and 13 sub-offices across the Province. In addition, custody programming is provided by a mixture of secure custody, open custody and a network of community homes. Alternative measures for youth are delivered primarily by community-based organizations, many of which are First Nations and Métis organizations.

In 2003-04 to date, the Department has supervised a total of over 1,973 youth on community caseloads and 252 youth in custody programs.

LICENSING AND INSPECTIONS

This branch preserves public safety through regulatory and enforcement programs that are operated on a fee-for-service basis. Programs focus on the commercial, institutional and industrial sectors of the Province, but the safety benefits help to protect all Saskatchewan residents. The branch administers elevator and amusement ride safety programs, boiler and pressure safety programs and licensing programs for contractors and individuals that perform gas and electrical installations. There are offices located in Regina, Saskatoon and Swift Current.

PROTECTION AND EMERGENCY SERVICES

Protection and Emergency Services include Emergency Planning, Sask911, the Office of the Fire Commissioner, Building Standards, and the Provincial Disaster Assistance Program.

EMERGENCY PLANNING

This office provides a special staff service to the provincial government, the Department and to municipal governments to co-ordinate disaster preparedness planning and to co-ordinate disaster operations.

SASK911

This office provides support and management to the Sask911 initiative to bring province-wide access to 9-1-1 emergency calling.

OFFICE OF THE FIRE COMMISSIONER

The Office of the Fire Commissioner, in accordance with *The Fire Prevention Act, 1992*, and *Regulations*, provides Saskatchewan communities, fire departments, and emergency service organizations with information, education, and leadership programs and services that protect people, property and the environment from fire.

BUILDING STANDARDS

This unit oversees provincial standards for building construction. It monitors and updates legislation and regulations, assists owners, designers, and builders in complying with these requirements; issues building official licences; and, provides administrative and technical support for the Saskatchewan Building and Accessibility Standards Appeal Board.

PROVINCIAL DISASTER ASSISTANCE PROGRAM (PDAP)

The PDAP provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.

SHARED SERVICES

This includes the Communications and Public Education Branch, the Administrative Services Branch, the Systems Services Branch, and the Human Resources Branch. These branches provide support to both the Departments of Corrections and Public Safety and Justice.

Plan at a Glance

The performance plan for 2004-05 builds on the plan that was released last year. The goals and objectives for the Department are multi-year and reflect the building of community capacity, effective correctional program interventions, the development of emergency preparedness and safety standards. Since the Department is primarily an operational Department with a large staff contingent, the last goal emphasizes the need for safe, healthy and respectful departmental workplaces. While the key actions in this plan relate only to the 2004-05 fiscal year, the plan is multi-year in nature and will evolve over the coming years.

OUR 2004-05 KEY PARTNERS

The Department is responsible for the delivery of adult and youth correctional services, licensing and inspections and the co-ordination and community support for emergency planning and preparedness. In addition, the Department works in partnership with other departments, governments and community-based organizations, for the delivery of services. The key partners in the delivery of services include community-based organizations, Tribal Councils/First Nations, municipal and local authorities. These partners deliver key correctional services such as youth alternative measures and reintegration programs, two custody programs in youth and

adult corrections, primary dispatch and delivery of emergency services, and delivery of some local inspection services, including fire and building inspections. The partnerships are funded on a contractual basis based on specific program expectations and volumes of case activity, and the results are reported to the Department semi-annually. A number of performance measures refer to the programs delivered by third-party organizations.

Key partners include:

- Community-based agencies that deliver youth alternative measures: John Howard Society in Regina, Moose Jaw and Saskatoon; Tribal Councils in Regina, Yorkton, Saskatoon, North Battleford and Prince Albert; Friendship Centres in Ile-à-la-Crosse, Prince Albert, La Ronge, Fort Qu'Appelle, Touchwood; various community-based organizations in La Loche, North Battleford, Regina, Meadow Lake, Saskatoon and Prince Albert.
- Various adult correctional programs are delivered by Prince Albert Grand Council and probation services are delivered by File Hills Qu'Appelle Tribal Council.
- Custody programs include an open custody facility operated by the Salvation Army, a community training residence for women operated by the Elizabeth Fry Society, and a Healing Lodge operated by the Prince Albert Grand Council.
- Municipal and local authorities and First Nations provide primary dispatch and delivery of emergency services, and deliver some local inspection services, including fire and building inspections.

The Department will report on the actual results of the 2004-05 Performance Plan in the 2004-05 Annual Report in July 2005.

Below is a summary of our plan for 2004-05 and beyond. The goals and objectives articulate the outcomes the Department is pursuing, which support advancement towards our vision. The performance measures are one of the key tools we will use to gauge our progress towards meeting our objectives.

VISION

Working together for safe Saskatchewan communities

GOAL #1

Communities have the capacity to enhance public safety

OBJECTIVE 1 - *Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services*

Performance Measures:

- Number of residents in the Elizabeth Fry Community Training Residence *[Adults]*
- Per cent of residents at the Elizabeth Fry Community Training Residence that successfully complete the program *[Adults]*

- Number of participants in the Journey to a Better Lifestyle program *[Adults]*
- Per cent of participants in the Journey to a Better Lifestyle program that successfully complete the program *[Adults]*
- Number of youths completing alternative measures program
- Per cent of youths successfully completing alternative measures program

OBJECTIVE 2 - *Government and community service providers work together to enhance municipal capacity*

Performance Measures:

- Per cent of the Saskatchewan population that lives in a community that has entered into a mutual aid agreement
- Per cent of Saskatchewan population that lives in a community that has landline telephones with 911 service
- Per cent of population that lives in a community that has entered into a fire protection agreement

OBJECTIVE 3 - *Citizens are aware of public safety issues and communities have trained responders*

Performance Measures:

- Number of participants taking courses in the accredited international fire investigation standards
- Number of Saskatchewan residents who are accredited in the international fire investigation standards

GOAL #2

Re-offending is reduced due to effective program interventions with offenders

OBJECTIVE 1 - *Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices*

Performance Measures:

- Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high
- Per cent of offenders participating in the Offenders Substance Abuse Pre-release program whose level of risk has been assessed as medium or high
- Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium or high

- Per cent of offenders who have completed their sentence at a correctional facility and were re-admitted to any adult correctional program within 24 months of completion
- Per cent of offenders who have completed probation and were re-admitted to any adult correctional program within 24 months of completion
- Per cent of offenders who have completed a conditional sentence and were re-admitted to any adult correctional program within 24 months of completion
- Per cent of participants in the Help Eliminate Auto Theft (HEAT) program whose level of risk is assessed as medium to high
- Per cent of HEAT participants who re-offend (auto theft)

OBJECTIVE 2 - *Staff and programs respect the cultural and spiritual needs of Aboriginal clients*

Performance Measure:

- Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry

OBJECTIVE 3 - *Programs and services support the appropriate use of diversion, alternatives to custody, and assistance in offender reintegration*

Performance Measures:

- Per cent of offenders who were granted early release under the Extended Authorized Absence program and were re-admitted to any adult correctional program within 24 months of completion
- Per cent of offenders who completed their sentence in a community training residence and were re-admitted to any adult correctional program within 24 months of completion

OBJECTIVE 4 - *An accountability process is in place for correctional programs and services*

Performance Measures:

- Per cent of case plans in adult institutions that are in compliance with case management standards
- Per cent of case plans in community correctional programs that are in compliance with case management standards

GOAL #3

Governments and communities are prepared for emergencies and maintain building and safety standards

OBJECTIVE 1 - *Emergency preparedness is increased across the Province*

Performance Measures:

- Number of persons trained in emergency management under the Provincial Training Program
- Number of municipalities participating in Municipal Emergency Plan Workshops

OBJECTIVE 2 - *Safety enforcement is applied within a regulatory regime that balances government, public, and stakeholder interests*

Performance Measures:

- Number of reported elevator and amusement ride incidents
- Number of reported incidents for boilers and pressure vessels

GOAL #4

Safe, healthy, and respectful departmental workplaces

OBJECTIVE 1 - *Employee capability and competency is enhanced*

Performance Measures:

- Under development

OBJECTIVE 2 - *Occupational health and safety is improved at all work sites*

Performance Measures:

- Under development

OBJECTIVE 3 - *Clients' rights are respected and they are ensured access to due process*

Performance Measure:

- Number of substantiated complaints to the Office of the Ombudsman

OBJECTIVE 4 - *An accountability process is in place for the Department*

Performance Measures:

- Under development

2004-05 Financial Overview

Provincial investment in Corrections and Public Safety to promote safe communities in 2004-05 is $118,827 million. The following table shows the 2004-05 breakdown of departmental spending by function:

2004-05 ESTIMATES	*(in thousands of dollars)*
Adult Corrections	$ 63,435
Young Offenders Programs	40,090
Public Safety	5,924
Accommodation and Central Services	6,887
Department Operational Support	2,491
Total Appropriation	$ 118,827
Capital Acquisitions	(80)
Amortization	140
Total Expense	$ 118,887
Total FTEs	1,678

Adult Corrections funding includes community operations, community training residences, custody facilities and central management support for the program.

Young Offender Programs include regional operations, alternative measures, custody facilities and programs, and central program support.

Public Safety includes emergency planning and preparedness, the Office of the Fire Commissioner, Building Standards, Sask911, as well as the licensing and inspections activities for boilers, pressure vessels, elevators and amusement rides.

It is estimated that approximately $6.0 million will be provided to community-based organizations for delivery of programs and services.

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Trends and Issues

The Department operates in a continually changing environment that is subject to many external factors. Some of the major factors impacting the Department include changing demographics; a high proportion of at-risk youth, families and communities; and, economic pressures in the provincial, national and international spheres.

SAFE COMMUNITIES

Saskatchewan communities face a number of challenges in the area of public safety. Recent world events, high crime rates, changes in the economy, changes in demographics and in the social structure of the Province, increased demands on correctional programs and increased technology have all contributed to public concerns about issues of safety.

The terrorist events of September 11, 2001 and subsequent international responses have increased the awareness of Canadians and led many to reassess the risks to security and safety. The Province has shared responsibility with both federal and municipal governments in many of the areas related to public safety and security.

While Saskatchewan, in general, is at relatively low risk as a target for terrorist activities, we have experienced natural disasters that have challenged the abilities of municipalities, the provincial government and the federal government to respond (e.g. flooding in 2000, wildfires in 2002). A key question has become what level of response is appropriate at the local, regional, provincial and national levels. A new regional model of service delivery is being explored in areas of public safety where communities have responsibility, including preparing emergency plans, enforcing building codes and electrical and fire inspections.

There are also important changes in technology, the marketplace and global economy. Another challenge is the development of an effective regulatory framework, reflecting current best practices, technology and safety requirements in a way that balances risks and responsibilities more equitably between government and industry.

CORRECTIONS

Adult and youth corrections are also experiencing change. Since 1995-96, the main increase in adult correctional programs has been in community corrections, which has increased significantly with the introduction of conditional sentences (custody sentences to be served in the community). Additionally, in the past decade the number of remanded offenders has more than doubled while the number of sentenced offenders has decreased. While custody counts have remained relatively stable over time, the ratio of remanded offenders has had a large

impact on cost, security issues and programming ability. At any time, 82 per cent of offenders are serving sentences in the community, 13 per cent are sentenced to a custodial facility and a further five per cent are in custody awaiting court appearances.

Historically, Saskatchewan has seen a high number of Aboriginal offenders incarcerated in the correctional system. Recent figures (2001) indicate that 75 to 80 per cent of offenders admitted to custody in Saskatchewan are of Aboriginal descent. Many Aboriginal people in Saskatchewan live under social conditions that are shown by research to contribute to criminal behaviour. Although there is no single cause of crime, risk factors, or vulnerabilities, work together over time to influence the likelihood of negative outcomes. Major risk factors are poverty, abuse, violence, education, employment problems and substance abuse.

Saskatchewan has a high percentage of at-risk youth, families and communities, and many Aboriginal youth, in particular, experience the conditions that contribute to misconduct and crime.

Given the high numbers of Aboriginal people involved in the justice system, especially in custody programs, and with the Province's Aboriginal population expected to increase by approximately 50 per cent between 1998 and 2016, effective programs need to be developed or the proportion of Aboriginal youths and adults in the correctional system will continue to grow.

Correctional services in all jurisdictions across Canada have been the subject of public concern about the release of high-risk, violent offenders. A combination of incarceration, risk and needs assessment, and the delivery of appropriate programs to these offenders will most likely have the desired outcomes that communities expect of the correctional system. The correctional system must focus its resources on high-risk and high need individuals and define a basic level of service for low risk/low need offenders. In addition, the justice system must play an active role in identifying communities-at-risk throughout the Province.

There needs to be recognition of the special needs of certain offenders requiring specific and dedicated responses, e.g., Fetal Alcohol Spectrum Disorder (FASD), sex offenders, youth, women and violent offenders.

A comprehensive three-year review of the adult custody facility system was completed by the Provincial Ombudsman in 2002, resulting in 147 recommendations, all of which were reviewed and assessed by the Department; many of these have been implemented.

The high crime rate has increased public expectations of accountability within the justice system as have a number of high profile cases, inquiries and investigations. The final report of the Commission on First Nations and Métis Peoples and Justice Reform is expected this year.

YOUNG OFFENDERS

The public has been particularly concerned about youth crime. The present response relies heavily on the youth justice system to deal with adolescent misconduct. Saskatchewan has the highest rate of all reported crimes in the country and has the highest charge rate for youth. Saskatchewan also has one of the highest rates of the youth population appearing in youth court and the highest youth incarceration rate. Community and professional services are challenged to address youth needs at the individual, family and community level.

The federal *Youth Criminal Justice Act* came into effect on April 1, 2003. Programs will need to effectively address the needs of offenders in the community as the impact of the Act and its full implementation occurs.

The provincial Young Offenders Program is committed to supporting victims, offenders, families and communities through partnerships with others serving youth. New policies and programs will be supported and delivered through the use of a comprehensive service delivery model. This model includes risk assessment, integrated case management, and targeted interventions for offenders. The Regina Auto Theft Strategy is a notable example of this targeted crime reduction approach, among several provincial initiatives.

Changes from 2003-04 Performance Plan

The 2004-05 Performance Plan for Corrections and Public Safety remains largely unchanged from the published 2003-04 plan. The Department has not made any changes to its goals, but has revised an objective under the goal of "Re-offending is reduced due to effective program interventions with offenders". The objective now reads "An accountability process is in place for correctional programs and services". In addition, the Department has added a similar objective to the goal "Safe, healthy, and respectful departmental workplaces". The new objective is "An accountability process is in place for the Department". These revisions do not change the strategic intent of what has been previously approved.

For 2004-05 the following performance measures have been added to our plan:

- Per cent of participants in the Help Eliminate Auto Theft (HEAT) program whose level of risk is assessed as medium to high
- Per cent of HEAT participants who re-offend (auto theft)
- Number of persons trained in emergency management under the Provincial Training Program

- Number of municipalities participating in Municipal Emergency Planning Workshops
- Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry

During the course of the year, the Department uses its performance plan to guide its work. At set intervals we monitor and evaluate the results associated with our performance measures. As we gain experience in both monitoring and evaluating our measurement results, we will encounter situations where we determine a particular measure is not suitable for future use. This is a natural part of the evolution in adopting a planning, measuring and reporting framework.

The following four performance measures that were published in our 2003-04 Performance Plan have been dropped in our 2004-05 plan, due to concerns relating to either our level of influence over the measure or the ability to verify the data source:

- Number of students participating in Fire Safety Week activities
- Number of schools participating in Fire Safety Week activities
- Number of communities that have indicated having an emergency plan developed
- Per cent of communities that indicated that they have an emergency plan developed

The Department has also changed the timeframes for five of the measures on re-admission rates to correctional programs. We will now look at re-admission rates after two years of completion, previously one year. The extended timeframe provides a more accurate reflection of these recidivism measures.

Goals, Objectives, Actions and Measures

GOAL #1

Communities have the capacity to enhance public safety

OBJECTIVE 1 - *Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services*

People are less likely to commit crime if they feel valued in their community and know what is expected of them. It is important that victims are supported by their communities so that they will not fall into a cycle of despair and self-destructive behaviours, and that offenders become reintegrated with their communities and receive support from the community in making positive changes in their lives to help prevent future offending.

Key Actions for 2004-05

- Develop a Strategy for Improved Outcomes for Aboriginal Offenders.
- Enhance linkages between custody education programs and the Department of Learning and local school districts.
- Participate in the implementation mechanism resulting from the Commission on First Nations and Métis Peoples and Justice Reform.
- Develop community justice initiatives in targeted locations in the north, with the Department of Justice, communities and community-based organizations.
- Increase the number of service agreements with First Nations and Métis communities and organizations, e.g., alternative measures and reintegration.
- Continue participation in the Northern Cree Court Project, including the evaluation process.
- Work with the Joint Justice/CPS Elders Advisory Committee of Ministers to incorporate Elders' perspectives into corrections policy and practice.
- Supervise an average of 1,200 adult offenders per day in custody and over 6,000 per day in the community.
- Supervise an average of 260 young offenders per day in custody and over 1,900 per day in the community.

What are we measuring?	Where are we starting from?
Number of residents in the Elizabeth Fry Community Training Residence [Adults]	37 admissions *[2002-03: latest data available]*

Community training residences (CTR) provide offenders with a period of transition to the community from custody by allowing them the opportunity to put into place those elements of their case plans that increase the likelihood of a successful reintegration. The Elizabeth Fry CTR is operated by a community-based organization and is for female offenders. This measure gauges the performance of the Department on the use of the only community-operated CTR for female offenders.

Factors that influence this measure include the ability of the CTR to manage offenders, and the number of offenders that have case plans that include the elements necessary to reside in a CTR. The Department has a high level of influence on this measure.

What are we measuring?	Where are we starting from?
Per cent of residents at the Elizabeth Fry Community Training Residence that successfully complete the program [Adults]	46% *[2002-03: latest data available]*

Successful completion of the program means that residents in the program do not abscond or re-offend, nor are they returned to the Pine Grove Correctional Centre. This measure shows the effectiveness of the service delivered by a CTR managed by a community-based organization.

The Department has a low level of influence over this measure. There is a degree of influence over the referral to the CTR and the development of the case plan, but the facility is responsible for management of the program.

What are we measuring?	Where are we starting from?
Number of participants in the Journey to a Better Lifestyle program [Adults]	94 *[2002-03: latest data available]*

The Journey to a Better Lifestyle program is a holistic healing program delivered by the Prince Albert Grand Council (PAGC). The program includes spiritual traditional teachings, life skills and anger management and is a pre-release program for low-risk offenders from the Prince Albert Correctional Centre. The number of annual participants is a measure of the Department's use of community-based programs as one aspect of increasing the community capacity to enhance public safety.

The factors that affect the measure include the number of eligible offenders and the PAGC's ability to provide facilitators for the program. The Department has a high level of influence on the number of referrals to the program.

What are we measuring?	Where are we starting from?
Per cent of participants in the Journey to a Better Lifestyle program that successfully complete the program [Adults]	80% *[2002-03; latest data available]*

Successful completion of the program indicates that participants have taken steps to deal with issues that have contributed to their criminal behaviour. The number of offenders that complete the program is one indication that criminogenic needs have been addressed and that offending behaviour will be reduced.

Factors that influence the measure include the ability of the PAGC to facilitate the program and the number of offenders willing or able to participate in the program. The Department has a low level of influence on the measure.

Reasons for unsuccessful completion are unknown but could be due to such factors as changes in facilitators, or more offenders being released or transferred.

What are we measuring?	Where are we starting from?
Number of youths completing alternative measures program	3,045 *[2002-03; latest data available]*

Alternative measures are programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program, either at the pre-charge or post-charge stage. These programs attempt to balance the needs of victims, the accused, and their communities while ensuring that society is protected. In Saskatchewan, alternative measures are specific government-authorized programs designed to operate as an alternative to the traditional court-based system for dealing with crime. The number of youth successfully completing these programs is a measure of the ability of community-based organizations to plan and deliver correctional services.

Factors that influence the measure include the capacity of the community-based organization to hire and retain sufficiently trained staff. Other factors include the willingness of the police and Crown to refer youth to these programs. The Department has a moderate influence on this measure.

What are we measuring?	Where are we starting from?
Per cent of youths successfully completing alternative measures program	88% *[2002-03; latest data available]*

While the number of youth measures volume, the per cent of youth completing the program measures the effectiveness of the programs delivered by community-based organizations. Youth that successfully complete the programs will not acquire a criminal record. A high rate of successful completions will result in a reduction in the number of cases going through the court system and victim and community satisfaction in the justice system.

Factors that influence the measure include the ability of the community-based organization to attain meaningful agreements between the victim and offender, the willingness of the offender to participate in the process, and the meaningful participation of community representatives in the process. The Department has a low level of influence on this measure.

OBJECTIVE 2 *- Government and community service providers work together to enhance municipal capacity*

Most of the root causes of crime lie outside the scope of the criminal justice system; these causes can only be addressed through partnerships and integrated work among many stakeholders. However, there are justice system factors that can be directly addressed by the Department in co-operation with Aboriginal communities, governments and organizations, other stakeholders in the criminal justice system, and other government and non-government agencies.

Local authorities have the primary responsibility for providing a safe environment for their residents. However, due to finite resources, each municipality cannot independently provide the complete complement of activities and services needed. Provincial, regional and local partnerships can provide opportunities to create support structures that share expertise, prevention initiatives, emergency services and regulatory services which will increase the level of safety within each community.

Key Actions for 2004-05

- Continue implementation of the *Youth Criminal Justice Act* in collaboration with Justice, Community Resources and Employment, Health, Learning and Aboriginal organizations, and modify policy and practice as required.
- Continue development of the five community-based targeted crime reduction strategies in partnership with justice system stakeholders (Regina, Saskatoon, North Battleford, Meadow Lake, Prince Albert).
- Continue Youth Services Model pilot projects in Regina and Prince Albert.

- Participate in a provincial strategy on FASD/Cognitive Disabilities with Health, Learning and Community Resources and Employment.
- With Justice, advance integrated approach to crime prevention activities with the federal government.
- Provide communities with the tools and information needed to assess and improve their capacity to manage local public safety issues.
- With the fire sector, develop strategies to improve fire protection outcomes and integrate with approaches to emergency management.
- Assist the Public Safety Answering Points of the enhanced Sask911 system to respond to issues.
- In partnership with the Department of Justice, continue with Phase 2 of the Regina Auto Theft Strategy, with a targeted reduction of 50 per cent of the 2001 level by the end of 2005. This equates to a reduction of 1,900 vehicles stolen/attempted in 2005 from the 2001 level of 3,800.

What are we measuring?	**Where are we starting from?**
Per cent of the Saskatchewan population that lives in a community that has entered into a mutual aid agreement	84% *[2002-03; latest data available]*

The first level of government response in dealing with an emergency is the local authority. If an emergency exceeds or is likely to exceed the capacity of the local authority, the local authority activates a second level of response, a mutual aid agreement, which involves sharing resources from adjoining or neighbouring municipalities. The per cent of the population in communities that have entered into a mutual aid agreement is a measure of community service providers working together to enhance municipal capacity for public safety.

A factor that influences the measure is the capacity of a municipality or a number of municipalities to respond to emergencies. The Department plays a supportive role to municipalities and therefore has a low level of influence on the measure.

What are we measuring?	Where are we starting from?
Per cent of Saskatchewan population that lives in a community that has landline telephones with 911 service	98% *[2002-03, latest data available]*

Sask911 is a co-operative program between the Province, municipalities and health districts to establish an Enhanced 9-1-1 call-taking system. Upon full implementation of this system, Saskatchewan residents, no matter where they live or travel, will be able to dial 9-1-1 to access a trained emergency call-taking operator at a Public Safety Answering Point (PSAP). The measure is a good measure of government and community service providers working together to enhance municipal capacity in matters of public safety.

Sask911 is regulated by legislation and, therefore, there are few factors affecting the implementation. The Department plays a supportive role to municipalities and therefore has a low level of influence on the measure.

What are we measuring?	Where are we starting from?
Per cent of population that lives in a community that has entered into a fire protection agreement	75% *[2002-03, latest data available]*

Fire protection agreements involve sharing fire protection services with adjoining municipalities. The per cent of the population in communities that have entered into these agreements is a measure of community service providers working together to enhance municipal capacity in matters of public safety.

The fire protection agreement goals are influenced by the working relationship of the municipalities within a given region. Some municipalities may not enter into an agreement if they are not aware of the possibility or do not know the details of creating a good agreement. The Department influences these goals through awareness and educational programs that not only address the lack of understanding, but also the working relationships between municipalities. While the Department does not negotiate agreements, it does assist by identifying the mutual benefits of making such agreements.

OBJECTIVE 3 *- Citizens are aware of public safety issues and communities have trained responders*

The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved in the manufacture, installation and operation of building-related heavy equipment. Citizen awareness of public safety issues is important for the prevention of emergency situations, and it is important for citizens to know whom to contact when emergencies occur. Education, training and public awareness are therefore critical to improving community safety. In addition, having trained responders in each community allows for timely responses to emergency situations.

Key Actions for 2004-05

- Support communities to obtain the training and certification they need to respond to public safety issues.
- Co-ordinate issues and help implement public education and awareness strategies on public safety.

What are we measuring?	**Where are we starting from?**
Number of participants taking courses in the accredited international fire investigation standards	137 *[2002-03; latest data available]*

Saskatchewan follows National Fire Protection Association (NFPA) Standards for the professional qualification of fire fighters. The Office of the Fire Commissioner (OFC) is accredited under the International Fire Service Accreditation Congress (IFSAC) to certify fire fighters under NFPA Standards. The number of participants in these courses is a measure of the community capacity to enhance public safety.

The factors that influence the participation in courses in the accredited international fire investigation standards are logistical. The numbers being trained are influenced by the ability to hold courses and seminars and the ability of the individuals to attend the courses and seminars. The Department has a high level of influence in this measure.

What are we measuring?	Where are we starting from?
Number of Saskatchewan residents who are accredited in the international fire investigation standards	31 *[2002-03; latest data available]*

There is a need in the Province for a group of highly skilled and trained investigators to deal with sophisticated cases. The Office of the Fire Commissioner was accredited for this certification in 2001-02. The training consists of a series of seminars and courses that take a number of years to complete. The target number of participants reflects the number required to maintain the pool of trained investigators.

The number of persons certified is influenced by the time it takes them to get through the training (three years). The Department influences these by arranging as many training opportunities as possible given the resources available. The Department has a high level of influence over this measure.

GOAL #2

Re-offending is reduced due to effective program interventions with offenders

OBJECTIVE 1 - *Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices*

There is a growing understanding that the incarceration of offenders, by itself, is not the answer to reducing re-offending behaviour. There is recognition that a combination of supervision, risk and needs assessment, and the delivery of appropriate programs to high-risk and violent offenders will more likely meet communities' expectations of a correctional system. Continual monitoring of research and evidence is essential for successful outcomes.

Key Actions for 2004-05

- Establish a research forum and develop and implement a research agenda to build a body of knowledge about effective programs and approaches.
- Monitor an integrated case management and *Level of Services Inventory – Saskatchewan Risk/Needs Assessment* process throughout the Young Offenders Program.
- Enhance integrated case management approach with other departments and sectors.
- Conduct program audits to ensure program integrity.
- Develop a strategy to address young offender residential needs outside of custody.

What are we measuring?

Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high

Where are we starting from?

97%
[2002-03, latest data available]

The CHOICES program is a cognitive/behavioural program designed for offenders under community supervision who have a substance abuse problem. The program consists of 10 half-day sessions. It also includes weekly Relapse Prevention maintenance sessions for three months. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

What are we measuring?

Per cent of offenders participating in the Offenders Substance Abuse Pre-release program whose level of risk has been assessed as medium or high

Where are we starting from?

97%
[2002-03, latest data available]

The Offenders Substance Abuse Pre-release program (OSAPP) consists of 26 two-hour sessions in a cognitive/behavioural substance abuse program that is directed primarily at inmates within correctional centres. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

What are we measuring?

Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium or high

Where are we starting from?

97%

[2002-03, latest data available]

The Cognitive Skills program consists of 38 two-hour sessions directed at teaching the offender skills related to how he/she thinks. Areas covered are problem solving, critical reasoning, social skills and creative thinking. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure.

What are we measuring?

Per cent of offenders who have completed their sentence at a correctional facility and were re-admitted to any adult correctional program within 24 months of completion

Where are we starting from?

28%*

[2002-03, latest data available]

* *The baseline has been restated to reflect the change in the timeframe for re-admission.*

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed custody and were re-admitted to any correctional program is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has limited influence over the measure. A low per cent figure is desirable for this measure.

What are we measuring?

Per cent of offenders who have completed probation and were re-admitted to any adult correctional program within 24 months of completion

Where are we starting from?

12%*

[2002-03; latest data available]

* *The baseline has been restated to reflect the change in the timeframe for re-admission.*

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed probation and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

What are we measuring?

Per cent of offenders who have completed a conditional sentence and were re-admitted to any adult correctional program within 24 months of completion

Where are we starting from?

24%*

[2002-03; latest data available]

* *The baseline has been restated to reflect the change in the timeframe for re-admission.*

Research shows that correctional programs that targeted at the specific areas that lead to offending behaviour, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed a conditional sentence and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

What are we measuring?	Where are we starting from?
Per cent of participants in the Help Eliminate Auto Theft (HEAT) program whose level of risk is assessed as medium to high	69% *[2002-03; latest data available]*

The HEAT program was begun in Regina in 2002 to respond to the increasing problem of auto theft by young offenders. The HEAT program is for first time offenders and incorporates a targeted approach that includes enhanced partnerships, tighter supervision, better co-ordination and more effective rehabilitation. All referrals to the HEAT program go through a preliminary risk and needs assessment screening process. Those that are screened as medium or high are accepted into the program. Those that have a preliminary screening of low risk are referred to other alternative measures program interventions. The measure shows the number of youth referred whose initial level of risk is assessed as medium or high.

The proportion of medium to high risk offenders participating in the program reflects the appropriateness of the referrals to specialized programs. The Department has a moderate influence over this figure.

What are we measuring?	Where are we starting from?
Per cent of HEAT participants who re-offend (auto theft)	7.2% *[2002-03; latest data available]*

The proportion of HEAT participants who re-offend in the area of auto theft is one measure of the effectiveness of the approach. However, there are many factors that influence the lives of offenders in relation to subsequent offending behaviour. The Department has a low level of influence over these factors, and thus a low level of influence over the measure.

A low per cent figure is desirable for this measure since that indicates a low level of reoccurrence of auto theft behaviour.

OBJECTIVE 2 - *Staff and programs respect the cultural and spiritual needs of Aboriginal clients*

For the justice system to be effective it must treat Aboriginal people fairly, and work to address issues that now result in high levels of offending behaviour and victimization of Aboriginal people. The keys to this include: supporting Aboriginal communities, organizations and governments in developing, delivering justice services; integrating the values, cultural practices and beliefs that meet the needs of Aboriginal people; and, employing more Aboriginal people in the justice system.

Key Actions for 2004-05

- Implement the common program framework for adult and youth corrections.
- Participate in the Strategy for Métis and Off-Reserve First Nations People.
- Provide appropriate cultural programs and opportunities in community and custody programs.
- Deliver Aboriginal cultural awareness training to staff.

What are we measuring?	Where are we starting from?
Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry	15% *[2002-03, latest data available]*

One way of helping ensure that correctional programs respect the cultural and spiritual needs of Aboriginal clients is to have correctional staff who are of First Nations or Métis ancestry. This measure reflects data based on self-identification, so may be an under-representation of the proportion of staff of First Nations or Métis ancestry.

The Department has a moderate level of influence over the measurement results.

OBJECTIVE 3 - *Programs and services support the appropriate use of diversion, alternatives to custody, and assistance in offender reintegration*

The need to provide appropriate programs to address the needs of offenders as a means of minimizing the risk they pose and addressing their criminogenic needs is an ongoing challenge. Effective early intervention services, such as diversion and alternative measures, can prevent offenders' further involvement in the criminal justice system. Community treatment and reintegration programs that address the needs of offenders and manage risk to the community are more effective in achieving long-term behavioural changes.

Key Actions for 2004-05

- Expand intensive supervision programs.
- Continue to evaluate alternative measures programs for youth to maximize appropriate use, and to enhance existing programs to provide services based on best practices research.
- Work with justice stakeholders, and federal/provincial/territorial forums on strategies to review the use of remand.
- With Community Resources and Employment, enhance training and employment opportunities for offenders.
- Increase access of youth and adults to provincial and federal addictions and mental health treatment programs.

- Work with justice stakeholders on efficiencies in the justice system.
- Review and completion of Phase I of implementation for Integrated Case Management System for Youth and Adult Corrections.

What are we measuring?

Per cent of offenders who were granted early release under the Extended Authorized Absence Program (EAAP) and were re-admitted to any adult correctional program within 24 months of completion

Where are we starting from?

27%*

[2002-03, latest data available]

* *The baseline has been restated to reflect the change in the timeframe for re-admission.*

Under the provisions of *The Correctional Services Act*, offenders can be granted release from custody prior to their custody release date that has been calculated for remission. A typical reason for early release would be to attend a treatment program in the community. This measure, then, is a gauge of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. While the Department has supervision requirements for the duration of the EAPP, there may not be supervision requirements past the time of custody termination. The Department has a low level of influence on this measure. A low per cent figure is desirable for this measure.

What are we measuring?

Per cent of offenders who completed their sentence in a community training residence (CTR) and were re-admitted to any adult correctional program within 24 months of completion

Where are we starting from?

27%*

[2002-03, latest data available]

* *The baseline has been restated to reflect the change in the timeframe for re-admission.*

Some offenders can be transferred to a CTR prior to the expiration of their period of custody. Typically, this would happen so that the offender could work in the community as part of a pre-release plan from custody. This measure is a measure of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. In some cases, the Department has involvement with offenders after their discharge from a CTR, but in many cases, there is no post-custody supervision required from the courts. The Department has a low level of influence over this measure. A low per cent figure is desirable for this measure.

OBJECTIVE 4 *- An accountability process is in place for correctional programs and services*

There is a growing demand from the public and advocates for all corrections services to become more effective and efficient, to be more open to public scrutiny, to give better quality service to clients, to provide appeal processes and to be more accountable.

Key Actions for 2004-05

- Conduct community program audits regarding implementation of Community Safety Plan standards.
- Conduct security audits of custody facilities.
- Enhance financial management reporting in custody facilities.

What are we measuring?	**Where are we starting from?**
Per cent of case plans in adult institutions that are in compliance with case management standards	69% *[2002-03, latest data available]*

The Integrated Case Management final phase was implemented in June 2002. This policy defines the standard of the completion of case plans in facilities within 28 days of the offender's admission. The Department will do a file audit of all custody files to measure compliance with standards. This will be a good accountability measure for custody programs.

The factors that influence this measure include custody population sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

What are we measuring?	Where are we starting from?
Per cent of case plans in community correctional programs that are in compliance with case management standards	52% *[2002-03, latest data available]*

The final phase of the Integrated Case Management plan was implemented in June 2002. This policy defines the standard for the completion of the case plan in community corrections to be within 42 days from the beginning of the sentence. The Department will do a file audit of a sample of community program files to measure compliance with standards. This will be a good accountability measure for community correctional programs.

The factors that influence this measure include caseload sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure.

GOAL #3

Governments and communities are prepared for emergencies and maintain building and safety standards

OBJECTIVE 1 - *Emergency preparedness is increased across the Province*

Prior to recent world and regional events, the Province was already facing the challenge of being able to respond to national emergency planning and security initiatives. With increased emphasis being placed by the federal government on national security, including essential infrastructure, these challenges have increased. Internal and external pressures will require the Department to develop policies and stretch limited resources as far as possible to respond to sector demands for inspection and licensing services, enhance municipal capacity for emergency preparedness, improve provincial emergency management, and respond to certain federal initiatives; all of which help to provide a safe living, working and recreational environment.

Key Actions for 2004-05

- Co-ordinate and facilitate emergency preparedness across the provincial government.
- Support communities to maintain and, where appropriate, enhance their level of emergency preparedness.
- Exercise emergency plans for each custody facility.
- Completion of the information system renewal project for the Emergency Planning unit.

What are we measuring?	Where are we starting from?
Number of persons trained in emergency management under the Provincial Training Program	200 *[2002-03; latest data available]*

The Saskatchewan Emergency Management Organization provides a series of training courses to municipal and provincial staff in various aspects of emergency management. Courses include Basic Emergency Management, Emergency Operation Centre Management, Exercise Design, and others designed to meet specific needs of stakeholders.

With respect to communities' preparedness for emergencies, the Department has a co-ordination and support role in this area. The number of municipal and provincial staff who are trained in various aspects of emergency management is one way of measuring emergency preparedness across the Province. The Department's level of influence on the measure is moderate.

What are we measuring?	Where are we starting from?
Number of municipalities participating in Municipal Emergency Plan Workshops	80 *[2003; latest data available]*

This program, first introduced in 2002, is delivered by the Saskatchewan Emergency Management Organization to provide municipalities with hands-on assistance in the development of local emergency plans. The Department provides supports to local officials and community emergency co-ordinators with the design and development of an effective emergency planning model.

The number of municipalities participating in these workshops is one way of measuring emergency preparedness across the Province. The Department has a moderate level of influence on this measure.

OBJECTIVE 2 - *Safety enforcement is applied within a regulatory regime that balances government, public, and stakeholder interests*

The Department has been updating Acts and Regulations to ensure that they reflect current regulatory best practices, technology or safety requirements. The challenge is to more equitably redistribute responsibilities and liabilities for risk mitigation activities, between government and those responsible for creating risk. As a result, certain industry sectors are likely to continue to seek to improve the way in which Government regulates their industries and responds to technological change.

Key Actions for 2004-05

- Contribute to, and participate in national and international standards development respecting building, fire, pressure equipment, and elevator safety codes.
- Consult with stakeholders, implement the provisions of *The Boiler and Pressure Vessel Act* and bring into force new regulations.
- Administer and deliver boiler and pressure vessel, and elevator and amusement ride inspection and related safety programs.
- Administer gas and electrical licensing programs.
- Prepare for adoption of the national 2005 fire codes and building codes, including energy efficiency standards.
- Inspect over 5,000 boilers and pressure vessels, nearly 200 amusement park rides and over 1,200 elevating devices to ensure public safety.

What are we measuring?	**Where are we starting from?**
Number of reported elevator and amusement ride incidents	4 *[2002-03, latest data available]*

Elevators, or elevating devices, are in widespread operation throughout the Province. Passenger elevators, freight elevators, escalators, and ski lifts provide significant convenience to the public-at-large. Amusement ride devices are in widespread operation throughout the Province at fairs and exhibitions during the summer months. Amusement ride safety initiatives establish and enforce technical safety standards to minimize the potential hazards associated with the transportation and movement of people by complex electrical and mechanical equipment. The measure of incidents in these areas will inform the Department on the safety standards in the areas of government inspection. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.

The factors that influence the potential for incidents to occur fall within two distinct areas: the first is mechanical failure of the components of an elevator and the effectiveness of installed safety devices in response to a malfunction; and, the second factor is human intervention on the part of the passenger. The Department's influence is primarily associated with the first factor through its Licensing and Inspection Programs. Inspections undertaken are focussed on the installed safety devices to ensure functionality in the event that there is a mechanical or electrical malfunction. A major factor contributing to serious injury is when a passenger who is stuck in an elevator, after the safety devices have engaged in response to a problem, forces the doors and attempts to exit the elevator. The Department has limited influence in this area beyond public education, such as through posted signage.

What are we measuring?	Where are we starting from?
Number of reported incidents for boilers and pressure vessels	6 *[2002-03; latest data available]*

Licensing and Inspections provides public protection through the establishment and enforcement of technical safety standards related to the manufacture, installation, and operation of complex pressure equipment in widespread use in all commercial, industrial and institutional sectors within the Province. The measure of serious incidents informs the Department on the safety of communities as it pertains to government inspected boilers and pressure vessels. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.

The factors which influence the potential for incidents to occur are related to the design and manufacture, installation practices, and operation and maintenance of the pressure equipment. The Department's design registration, licensing of manufacturers, installers and operators of pressure equipment and related inspection programs has a direct influence on mitigating the risks associated with these areas. Periodic inspection of in-service pressure vessels provides a monitoring process on how effective an owner is in maintaining the pressure equipment and installed safety devices, in safe working order.

GOAL #4

Safe, healthy and respectful departmental workplaces

***OBJECTIVE 1** - Employee capability and competency is enhanced*

Strategic human resource planning to enhance employees' skills and abilities in a new Department includes staff training plans, equity programs and recruitment. These initiatives are fundamental to maintaining an effective working environment.

Key Actions for 2004-05

- Deliver Anti-Racism and Anti-Harassment awareness sessions.
- Implement the Learning and Development policy across the Department.
- Participate in the Aboriginal Internship Program.
- Develop competency profiles for career planning for front line staff.
- Revise induction/orientation training.
- Develop a departmental succession management program.
- Improve labour relations in adult corrections.

What are we measuring?

Under development

Where are we starting from?

Under development

OBJECTIVE 2 *- Occupational health and safety is improved at all work sites*

Staff and client safety and security are important issues at all correctional facilities and regional offices. Ensuring this level of safety requires the careful management of risk and the appropriate levels of protection.

Key Actions for 2004-05

- Implement the Work Place Safety and Security guidelines and ensure yearly self-audits are conducted using the process outlined in the guidelines.
- Implement the Occupational Health and Safety Council workplan.
- Evaluate the flu shot program for adult and youth facility staff.
- Develop and implement an offender gang management strategy in the correctional centres and young offender facilities.
- Develop a capital plan, with Saskatchewan Property Management Corporation, for the repair and maintenance of the correctional facilities and work areas.
- Explore building options to reduce usage of the 1913 section of the Regina Correctional Centre.

What are we measuring?

Under development

Where are we starting from?

Under development

OBJECTIVE 3 *- Clients' rights are respected and they are ensured access to due process*

It is necessary to strike an appropriate balance between security, supervision and treatment, and the rights of the clients. Achieving this balance involves working closely with the offices of the Ombudsman, Children's Advocate and other client representatives.

Key Actions for 2004-05

- Maintain an on-going dialogue with the Ombudsman and the Children's Advocate.
- Continue to implement the action plan in response to the Ombudsman's report *Locked Out: A Review of Inmate Services and Conditions of Custody in Saskatchewan Correctional Centres.*
- Develop youth advisory committees for facilities.
- Implement a pilot project to incorporate male corrections workers at the Pine Grove Correctional Centre.

What are we measuring?	Where are we starting from?
Number of substantiated complaints to the Office of the Ombudsman	7* *[2002-03: latest data available]*

* *The baseline has been restated to address an error that was discovered.*

The Ombudsman is an Officer of the Legislative Assembly of Saskatchewan with the authority to investigate complaints received from members of the public who believe the government administration has dealt with them unfairly. Most of the complaints to the Ombudsman from Corrections and Public Safety come through adult corrections. The Ombudsman investigates every complaint made by a client, and either dismisses the complaint, determines that the government acted in the appropriate manner, or determines that there has been some contravention of policy and recommends corrective action. The number of substantiated complaints refers to the number of complaints where an investigation by the Ombudsman resulted in a recommendation for corrective action. This measure gauges both the clients' satisfaction with the services being provided, and the Department's ability to provide access for these clients.

There are a number of factors that influence the measure, and these include the provision of basic services in a custodial setting, fair treatment in a restrictive environment and access to the rights of offenders. The Department has a moderate level of influence over the measure as it pertains to the treatment of individual clients, but a low level of influence as it pertains to other issues within the lives of clients, including the legal system.

OBJECTIVE 4 *- An accountability process is in place for the Department*

There is a growing demand from the public for government to be more open to public scrutiny, to be fiscally responsible and to be more accountable respecting issues of privacy.

Key Actions for 2004-05

- Provide the first public report on performance measurement results.
- Manage fiscal resources effectively to ensure responsible stewardship of public funds.
- Implement recommendations applicable to CPS from the Deloitte-Touche review on privacy.
- Continue implementation of the MIDAS financial and human resource system.
- Implement workplace renewal initiatives in response to the government-wide employee survey.
- Develop and implement an employee recognition program.
- Improve the grievance resolution process.
- Improve communication with staff.

- Improve Help Desk services through the implementation of a new software system.
- Develop a Business Continuity Services plan.

What are we measuring?

Under development

Where are we starting from?

Under development

Where to Obtain Additional Information

The plan provides information about what we hope to accomplish in the coming year. If you have any questions or comments, or would like additional copies of the plan, we invite you to call (306) 787-7872.

Or contact:

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Regina, Saskatchewan S4P 3V7

Or send us an e-mail through our website:
www.cps.gov.sk.ca

Visit our website to find out about:

- Our submission to the Commission on First Nations and Métis Peoples and Justice Reform
- The Regina Auto Theft Strategy
- 2003-04 Corrections and Public Safety Annual Report
- Adult Corrections and Young Offenders Services
- Protection and Emergency Services
- Licensing and Inspections